



Case Study : Interviewing Candidates in RMG sector

Group – 5

Telecommunication



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Disclosure

- a) The limitation's of the author's study, methodology and assessment carried forward while solving the case, since no opportunity to re-validate.
- b) Facts, Situations and Observations explained by author mainly from limited numbers of interview which may not represent the full RGM.
- c) The case was thoroughly discussed among team members and presented solutions are the outcome those discussions.
- d) The analysis done by Group- 5 is purely limited to provided case content and mentioned solutions of the problems are more or less from the class briefs, lecture notes (multimedia) and text books.

Overview – RMG sector

- The journey started in 1980s.
- RMG is now the ridge our economy.
- The industry accounts for 81% of total earnings of the country.
- The “Made in Bangladesh” – tag is now a source of glory for Bangladesh in global RMG sector.
- Made revolutionary contribution in women empowerment in Bangladesh.
- Significant growth in WRT # Factories and # Employment from 1983 to till date.
- Key reasons for growth – Cheap Labor cost , Low operating cost, Low production cost.
- Flip side – emerging unrest trends in RMG labor market.

Situation – 1 :

Story of Ms. Sanzida Rahman – an HR professional who assessed RMG's Interview practices

- **Numbers of deficiencies observed in interview process by experienced HR professional**
- **Deficiency in interview process were concluded as one of the primary root cause for high turnover**

Situation – 2 :

Story of Mr. Arif Hassan- An interviewee who had some awkward interview experience

- **The practice of unstructured interview**
- **Unprofessionalism – personal attack by interviewer**

Situation – 3 :

Story of Ms. Anika Akter - an applicant for the position of welfare officer in a reputed Garments Industry

- **Unfair recruitment process**

Situation – 1,2 : Identified Problems

1

Lack of Organized Approach to interviewing the candidates

2

Few Common Predictable questions are used too judge the candidates

3

The practice of unstructured interview

4

No scoring Sheet

5

No arrangement of training made to the interviewers

6

Too much emphasis put on candidates interpersonal and communication skill

7

Fewer uses of situational and behavior questions

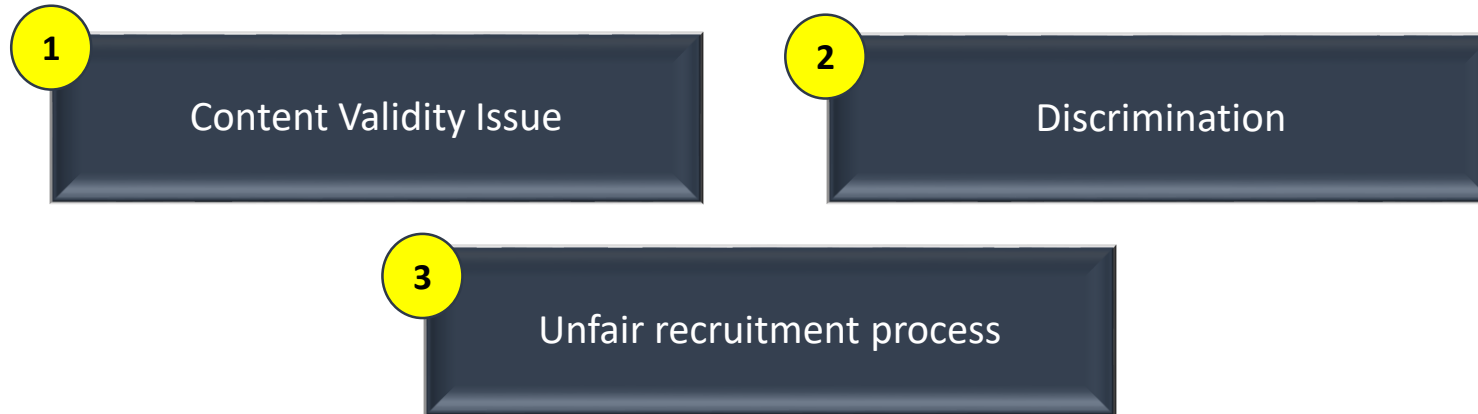
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The HR doesn't provide interviewing guidelines to the line managers

9

Panel Interview with several interviewers

Situation – 3 : Identified Problems



Situation – 1, 2 : Case Questions and Solutions

1

Does an RMG company needs to follow structured interview process ?

Yes , especially for corporate and management positions RMG companies need to follow structured interview process where **person fit, organization fit , reliability & validity** will be ensured and most importantly recruitment philosophies will be ensured.

2

Which interviewing methods / techniques should an RMG company develop ?

The choice should be **depended on the best tools selection criteria** mentioned in Chapter 6 (Dessler, P-217) but suggested methods are Structured interviews, Job Knowledge tests, work samples, personality tests, cognitive ability tests .

3

What are the benefits / advantages that an RMG company can enjoy if they provide training to the interviewers ?

Right hire, low turn over, improved performance , marketing orientation (employer branding), uphold recruitment ethics, diversity and zero to few legal issues

4

How can an RMG company minimize making interview errors

- **Short Term** : Hire professional consultant to review and design appropriate policies, procedures and recruitment techniques
- **Long-term** : Training & development especially for line functions who recruit, Hire experienced HR professionals in the organization

5

What should be the objectives of implementing of interviewing process improvement for an RMG company ?

The objective should be **establishing Fair and appropriate interview process** that will truly uphold 5 recruitment philosophies (Fisher, P- 235)
Make sure advices for effective solutions are followed – free from bias, utility analysis, generalization, diversity, General tests on basics, job related and psychological (**Dessler P- 208-210**)

6

What should be the necessary steps by an RMG company to ensure an efficient selection process through interviews?

Address Strategic Issues on Recruitment (Goals, Priority, Philosophy) > Vacant or New Position > Conduct Job Analysis (JD/JS) > Plan Recruiting Efforts (Sourcing Techniques & Methods)> Generate candidates Pool via Internal & External Source (**Fisher, P- 233, 235**)

Situation – 3 : Case Questions and Solutions

1

Can Ms. Anika raise negligent hiring claim against employer?

Unfortunately EEO , Negligent Hiring are yet to be legally protected by BD law, but if the company having whistle blowing process , Ms Anika could raise this issue there or escalate to higher management about the negligent hiring in writing.

2

What would you do if your relatives fall under such situations?

- Escalate this matter to higher authority/ Ethics office in writing
- Avail whistle blowing options if available

3

Do you think such kind of HR practices can set back the employee's sense of worth?

Yes with doubt, this is going to be a huge set back for the employee's sense of worth.

4

Does the recruitment test have any content validity issue? What sort of measures can HR take to solve this problem?

Yes. The measures are - design a test that consist of fair sample of Job's content (**Dessler, P - 205**)



Thank you